



# North Central State College



B O A R D P A C K E T  
May 22, 2024

**NORTH CENTRAL STATE COLLEGE  
BOARD OF TRUSTEE'S MEETING  
Wednesday, May 22, 2024  
5:30 pm – Gorman Room (165-Fallerius)**

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- I. CALL TO ORDER** – *Dr. Dwight McElfresh (Chair)*  
• Pledge of Allegiance, Global Ends Policy Statement
- II. ROLL CALL** – *Mr. Stephen Williams*
- III. INTRODUCTION OF GUESTS** – *Dr. Dorey Diab*
- IV. FOCUS OF THE MEETING** – *Dr. Dwight McElfresh*
- V. OSU-MANSFIELD ADVISORY BOARD REPORT** - *Dr. Dwight McElfresh*  
- No Representative (OSU-M Advisory Board)  
- TBD (NCSC BOT Representative - OSU-M Advisory Board Meeting May 16, 2024)
- VI. PRESIDENT'S REPORT** – *Dr. Dorey Diab*
- A. Student Activities Update
- B. North Central State College Foundation/Development Update
- C. Monitoring Report(s): Executive Limitations Policies;  
(4.60) Financial Condition and Activities Page 8
- D. Updates/Other Page 53
- VII. REQUIRED APPROVALS AGENDA (IAW 02.73)** – *Dr. Dwight McElfresh*
- Consent Agenda** **(Action Required)**
- Minutes:
- A. Approval of Minutes for April 24, 2024 “Regular Meeting” Pages 10-23
- Personnel Actions:
- B. Consideration of Approval of Employment of College Personnel – *R-2024-17* Page 24
- Regular Agenda**
- A. Treasurer’s Report for April 30, 2024 – *Ms. Lori McKee* Pages 25-31  
**(Action Required)**
- B. Consideration of Approval of 2024-2025 Budget – *R-2024-18*  
– *Dr. Dorey Diab/ Ms. Lori McKee* Pages 32-33  
**(Action Required)**

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|--|---|
| C. Consideration of Approval of policy 17-04 Investment Policy<br>– R-2024-19 – Dr. Dorey Diab/Ms. Lori McKee  | Pages 34-36<br><b>(Action Required)</b> |
| D. Consideration of Approval of Amendment to Board Governing Process<br>Policy 2-90 Board Committee Structure – R-2024-20 – Dr. Dwight McElfresh                               | Pages 37-38                             |
| E. Consideration of Approval of Amendment to Board Operating Policy 11-15<br>Emeritus Status for Former Members of the Board of Trustees<br>– R-2024-21 – Dr. Dwight McElfresh | Pages 39-40<br><b>(Action Required)</b> |

**VIII. POLICY GOVERNANCE**

- |  |             |
|--|-------------|
| A. Discussion of Agenda Planning – Dr. Dwight McElfresh                      |             |
| 1. 2023-2024 Annual Calendar (IAW 02.70)                                     | Pages 41-43 |
| 2. Preview 2024-2025 Annual Calendar   | Pages 44-45 |
| 3. Review of Actionable Items  | Page 46     |
| 4. Community Connections   |             |
| B. Board Training (IAW 02.70(b))   | Page 47     |
| 1. Discussion of Rehearsal Scenario 4.7 Case Study<br>– Mr. Patrick Williams | Pages 48-49 |
| 2. Governance Policy Review (3.0, 3.1, & 3.2) – Mr. David Bush               | Pages 50-52 |

**IX. BOARD CHAIRPERSON’S REPORT – Dr. Dwight McElfresh**

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|--|--|
| A. Follow-up from 2024 LeaderRichland (May 16, 17 & 20)  |  |
| B. BOT July Regular Meeting & Annual Planning Retreat (July 24 <sup>th</sup> ) (Kehoe Center)<br>(Regular Meeting 4:00pm-4:40pm, Planning Retreat 5:00pm-9:00pm, light dinner) |  |
| C. 2024 <a href="#">ACCT Leadership Congress</a> (October 23-26) (Seattle, WA)<br>- Appointment of Voting Delegate   |  |

**X. MEETING EVALUATION (IAW 02.13 & 02.16) – Dr. Dwight McElfresh**

**XI. TIME AND PLACE OF NEXT MEETING – Dr. Dwight McElfresh**  
- Wednesday, July 24, 2024 – (Conference Room 164 – Kehoe Center)

**XII. ADJOURNMENT – Dr. Dwight McElfresh**



# North Central State College

## **BOARD OF TRUSTEE MEETING DATES 2024**

**All meetings will be held either at NC State Main Campus  
Fallerius Technical Building Board Room (Room 165) or via Zoom or in a  
Hybrid Environment offering both options beginning at 5:30 pm  
(unless otherwise announced)**

<u>NCState Rep.</u>	<u>OSU-M Meeting Date</u>	<u>NCState Meeting Date</u>	<u>OSU-M Rep.</u>
		January 17, 2024	
		February 28, 2024 LnL-LCCC	
P. Williams	<del>March 21, 2024</del> Cancelled	March 27, 2024 LnL-ES Consulting	R. Cline
		April 24, 2024	
None	May 16, 2024	May 22, 2024	None
		July 24, 2024	
		August 28, 2024	
TBD	September 19, 2024	Sept. 25, 2024	TBD
TBD	November 21, 2024	October 16, 2024	
		December 4, 2024	TBD

### **OSU-M 2024 Meeting Information:**

Meetings are 4:30p.m. – 6:00 p.m. via Zoom or Eisenhower 113 (Board Room)

# North Central State College

## ENDS Policy Statements

**1.0 Global Ends Policy** - North Central State College exists for the citizens of its service region to attain the knowledge and skills to succeed in their chosen path for learning, work, or enrichment, sufficient for the college to justify available resources.

**1.1 Diversity** - The College maintains an environment that encourages tolerance of differences while recognizing similarities and providing equalizing opportunities for participation by all.

**1.2 Equal Opportunity** - The proportion of students from economically or educationally disadvantaged backgrounds is at least equivalent to the proportion in the local communities.

**1.3 Career Readiness and Development** - Students acquire and enhance relevant business and industry credentials, job skills, work habits, job leads and pathways to economic self-sufficiency especially in high demand technologies.

**1.4 Transferability** - Students prepared for advanced academic success will have the ability and the prerequisite academic experience sufficient for entry into a four-year college or university.

**1.5 Enrichment** - Enrichment opportunities exist to reflect community needs and values.



# North Central State College

## **Vision**

North Central State College changes lives and transforms communities through exceptional and affordable education within a caring environment for continuous learning. *(Revised June 28, 2023)*

## **Mission**

Providing individuals with the knowledge, skills and inspiration to succeed in their chosen path. *(Revised June 28, 2017)*

## **Values**

In all we do, we value a culture of integrity, inclusion, and excellence.

**We value our students** and are committed to creating an accessible environment that is affordable, caring, supportive, inclusive and learner-centered.

**We value our employees** and are committed to creating an appreciative environment that is culturally diverse, collaborative, and respectful.

**We value our communities** and are committed to creating an environment that is innovative, responsive, and accountable.

## **Differentiating Value**

North Central State College (NCSC) is exceptional among higher education institutions in providing high quality, cost-effective opportunities to students of all ages who seek to learn, grow and thrive. Whether a single course, a certificate program, an associate or bachelor's degree, NCSC aligns technical proficiency, interpersonal skills, and experiential learning to employers' needs. As education after high school is vital to improve social and economic prosperity in a changing world, NCSC remains the College of value for all.

**North Central State College Board of Trustees**  
**(2024-2025 COLLEGE ACTIVITIES/PLANNING CALENDAR)**

<b>May 2024</b>	<b>9 – Graduate Picnic (Byron Kee Center)</b> <b>10 – Commencement (Graduation) (Campus Recreation Center-CRC)</b> <b>16 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower)</b> <b>16, 17, &amp; 20 – LeaderRichland (7<sup>th</sup> &amp; 8<sup>th</sup> Grade Boys - Fallerius)</b> <b>22 – Regular Board of Trustees Meeting (Fallerius)</b> <b>23 – NCSC Foundation Quarterly Board Meeting (Byron Kee Center)</b>
<b>June 2024</b>	<b>No Regular Board meeting scheduled for June 2024</b> <b>5 – Governor/Chancellor’s Trustees Conference (Columbus State CC)</b> <b>6 – OACC Governing Board Meeting (OACC Offices, Columbus)</b>
<b>July 2024</b>	<b>24 – Regular Board of Trustees Meeting/Planning Retreat (Kehoe Center)</b>
<b>August 2024</b>	<b>15 – NCSC Foundation Quarterly Board Meeting (Health Sciences)</b> <b>28 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>September 2024</b>	<b>19 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower)</b> <b>25 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>October 2024</b>	<b>3 – OACC Annual Conference (Clark State College, Springfield, OH)</b> <b>16 – Regular Board of Trustees Meeting (Fallerius)</b> <b>23-26 ACCT Leadership Congress (Seattle, WA)</b>
<b>November 2024</b>	<b>No Regular Board meeting scheduled for November 2024</b> <b>14 – NCSC Foundation Quarterly Board Meeting (Kehoe Center)</b> <b>21 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower)</b>
<b>December 2024</b>	<b>4 – Regular Board of Trustees Meeting (Fallerius or Zoom)</b> <b>4 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall)</b> <b>5 – NCSC Employee Appreciation Event (Ralph Phillips Conf. Ctr.)</b>
<b>January 2025</b>	<b>15 – Regular Board of Trustees Meeting (Fallerius)</b>

3357:13-04-60 Financial Condition and Activities (Executive Limitations)

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from board priorities established in Ends policies.

The CEO will not

4.61 Allow key financial balances and ratios to deviate from standards set out by the State, except that the balance of the budgeted reserve may not be lower than ten percent and the composite score for fiscal responsibility may not be lower than 2.25.

4.62 Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.

4.63 Allow payroll and debts to be settled in an untimely manner.

4.64 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

4.65 Acquire, encumber or dispose of real estate unless such transactions are fair market value, transparent with no conflict of interest, bring no adverse environmental impact and do not prevent the college from meeting budget.

4.66 Allow receivables to be unpursued after a reasonable grace period.

Effective: January 18, 2023

Next Review: December 1, 2028

Review Dates: 8/25/10, 7/30/11, 12/5/12, 1/15/14, 2/25/15, 12/2/15, 12/7/16, 12/6/17, 12/5/18,  
12/4/19, 12/2/20, 12/1/21, 12/7/22, 1/18/23, 12/6/23



# Required Approvals Agenda

## Consent Agenda

### Minutes:

- A. Approval of Minutes for April 24, 2024 “Regular Meeting”

### Personnel Actions:

- B. Consideration of Approval of Employment of College Personnel – *R-2024-17*

## Regular Agenda

- A. Treasurer’s Report for April 30, 2024 – *Ms. Lori McKee*
  
- B. Consideration of Approval of 2024-2025 Budget – *R-2024-18*  
– *Dr. Dorey Diab/Ms. Lori McKee*
  
- C. Consideration of Approval of policy 17-04 Investment Policy  
– *R-2024-19 – Dr. Dorey Diab/Ms. Lori McKee*
  
- D. Consideration of Approval of Amendment to Board Governing Process  
Policy 2-09 Board Committee Structure – *R-2024-20 – Dr. Dwight McElfresh*
  
- E. Consideration of Approval of Amendment to Board Operating Policy 11-15  
Emeritus Status for Former Members of the Board of Trustees  
– *R-2024-21 – Dr. Dwight McElfresh*

**North Central State College  
Board of Trustees' Meeting  
April 24, 2024**

**I. CALL TO ORDER**

This meeting was held in a hybrid format with some participants attending in-person in the Board Room (165-Fallerius) and others online via Zoom. Trustee participation was eight in person and one online.

Chair, Dr. Dwight McElfresh called the meeting to order at 5:30 p.m. and asked all to rise and join him in reciting the pledge of allegiance followed by the Global ENDS Policy for North Central State College.

**II. ROLL CALL**

The Secretary, Mr. Stephen Williams called the roll.

**Present:**

Ms. Kristin Aspin  
Mr. David Bush  
Mr. Mark Masters (online)  
Dr. Dwight McElfresh  
Ms. Elisabeth Morando  
Ms. Linda Nelson  
Mr. Steven Stone  
Mr. Patrick Williams  
Ms. Kimberly Winkle

**III. INTRODUCTION OF GUESTS**

President Dorey Diab introduced Ms. Lori McKee, Vice President of Business Services; Dr. Kelly Gray, Vice President of Academics and Student Services; Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation; Ms. Chris Copper (online), Vice President for Development/Foundation; and Ms. Sara Rollo (online) representing the faculty.

**IV. FOCUS OF THE MEETING – *Dr. Dwight McElfresh***

Dr. Dwight McElfresh explained that the primary focus of tonight's meeting will include: hearing Student Organization update, a College Foundation update, the President's monitoring report along with other College updates from our president. We also have some board operating policies being updated. We will conduct routine business of the College, and conduct our ongoing policy governance training.

**V. OSU-MANSFIELD ADVISORY BOARD REPORT – *Dr. Dwight McElfresh***

Board Chair, Dr. Dwight McElfresh explained that the next OSU-M Advisory Board meeting, would be held on May 16<sup>th</sup> and called for a volunteer. Ms. Kristin Aspin indicated that at this point it looked as though she would be available to attend on behalf of the NCSC Board of Trustees. Dr. McElfresh thanked Ms. Aspin for serving as the Board’s representative.

**VI. PRESIDENT’S REPORT – *Dr. Dorey Diab***

**A. Phi Theta Kappa (PTK) and Sigma Alpha Pi (SAP) Updates**

President Dorey Diab explained that our student representative was unable to attend so he would be delivering this month’s student organization report, mainly from Honors College Students.

They have 18 students working on 22 research projects focusing on multiple disciplines: nursing, VCMT, business, electrical engineering, chemistry, and general education. Six students attended the NCSC Foundation Hall of Excellence dinner on April 11. Alex Berry, a current Honors College student, is graduating this May with an AAS engineering degree, and has been accepted into Embry-Riddle Aeronautical University in Florida. He is hopes to work for NASA one day.

**B. North Central State College Foundation Development and Update – *Ms. Christine Copper***

President Dorey Diab introduced Ms. Chris Copper, Vice President for Development and the College Foundation. Ms. Copper submitted the following report:

**Emerald Club 2023/2024**

**Foundation**

- Goal of \$400,000, with \$600,000 in YTD.
- Providing support for 2024 Hospital LPN evening cohort, and LPN to RN potential students, including how to study for the TEAs exam.
- Continuing the Ashland County Chamber five course training offerings, along with offering another Supervision and Leadership workshop this quarter.

**Events**

- Hall of Excellence: a huge success and involvement of some new organizations.

**Workforce**

- Revenue: Target \$245,000 invoiced
- The 4<sup>th</sup> tower technician cohort has launched.
- Workforce Development: we are also launching our second Leadership Series monthly training with RMC
- Rentals have exceeded our FY24 budget with \$36,000 on a \$35,000 target.

## **Partnerships**

- Timken company funded a portable IST lab for the CSC and are working on sending their first cohort through the training.
- Hospital information sessions are being organized for the 2023 summer cohort.
- The Gimbel fund awarded NCSC Foundation a check to purchase a police cruiser for the police academy. They have put their name and message of appreciation on the back bumper.

## **C. Monitoring Report: Executive Limitations Policy – Financial Planning/Budgeting (4-50)**

Dr. Dorey Diab explained that the monitoring report discussion is continuing with going over the six Ends policies and the 10 Executive Limitations.

### **FINANCIAL PLANNING/BUDGETING (EXECUTIVE LIMITATIONS)**

**Policy No. 3357:13-04-50**

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The CEO will not allow budgeting that:

- 4.51 Risks incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."
- 4.52 Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.53 Provides less for board prerogatives during the year than is set forth in the Cost of Governance policy.
- 4.54 Does not incorporate between one and five percent in budget contingency.

*The President and the CFO continue to provide the Board with monthly budget revenues, expenses, and projections based on the state and Government Accounting Standards Board (GASB) required principles. Monthly comparison between last year and current year, year-to-date comparison, and monthly cash flow that are presented at every board meeting for approval, provide the Board with a clear snapshot of how finances are tracking. We also have had clean financial audits.*

*We continue to have 1% to 5% in budget contingency, to be conservative in allowing for unforeseen circumstances.*

*We continue to balance the budget and we are expecting to do the same for the coming year. Not only we did not withdraw from the reserve for operation purposes, but we were also able to increase the reserve to be over 100% this past year, which is the highest among all 23 community colleges, and exceeding the minimum reserve goal of 10% as recommended by the state (OACC average is usually around 50% but it has not been updated for this year yet). Also increased the monthly cash-on-hand to ~ \$21.7M in April, 2023, that is 13.8 times the average cash needed per month (~\$1.57M). Total was \$20.3 last April.*

*We had too many real and close calls events over the years that justified having a healthy reserve to provide more financial stability and mitigate risk. Such events included: the pandemic; enrollment decline in double digits; deferred maintenance breakdown of boilers and chillers; frequent cyber security attacks which continually happen, and thankfully unsuccessful, not to mention that they are happening nationally including to the federal government; and most importantly minimizing the potential negative impact on employees' employment, salaries and benefits as so many universities and community colleges are closing, merging, or laying-off employees, not just nationally, but also across the state of Ohio.*

*Our fiscal viability remains strong as we have also maintained the Ohio Department of Higher Education composite score ratio above 4.0. The ratio continues to be much higher than 2.25 set by board policy.*

*The college has provided the necessary financial support for all the board activities and professional development and looking forward to do the same for the coming year.*

#### **D. College Update**

1. Pleased to let you know that our PTA student, that we were working with, has passed her licensing exam, and we now meet the required pass rate. We are meeting with the reconsideration panel on Tuesday, April 16, to make the case to continue with program accreditation, but we won't know the council decision for a while. Furthermore, three of the new student cohort who took the test passed it.
2. Great event with a full house for the Foundation's Hall of Excellence where community members Patti Kastelic, Dan Niss, and Matt and Linda Smith were inducted. It is always a magnificent event to celebrate community members whose vision, creativity, and community involvement exemplify excellence in our region.
3. On March 28, we held a professional development meeting for our middle managers where Tessa Bianchi presented on recognizing mental health issues in our students and employees.
4. We continue to have meetings with Broadband Ohio and the commissioners to enhance capacity in the region. We will be interviewing two companies who replied to the RFI on Tuesday April 16.
5. The OSU regional deans' interviews are over. OSU president indicated the decisions will be made in weeks (not months) from now.
6. Dr. Diab had a great AACC Annual conference in Louisville, KY, April 5-9, with trustees McElfresh and Morando participating toward the end. The College won the national Exemplary CEO/Board relations as a result of our team work, Carver Policy Governance, and service above self that is focused on the students and the community.
7. In coordination with Achieving the Dream, the College will be presenting a webinar on April 23, on our experience with piloting community vibrancy.

#### **VII. REQUIRED APPROVALS AGENDA**

##### **CONSENT AGENDA**

The Chair, Dr. Dwight McElfresh, presented the Consent Agenda and called for any items that should be removed from the consent agenda for further discussion. On a motion by Ms. Linda Nelson and seconded by Ms. Kimberly Winkle the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Mr. Mark Masters, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

Passing unanimously, the following items were approved.

**A. Approval of Minutes for March 27, 2024 “Regular Meeting”**

**B. Consideration of Approval of Employment of College Personnel – R-2024-13**

***CONSIDERATION OF APPROVAL OF  
EMPLOYMENT OF COLLEGE PERSONNEL***

***R-2024-13***

**NEW HIRES**

***BE IT RESOLVED:*** by the Board of Trustees that the following faculty and staff members are hereby employed at the dates stipulated below:

***BEGINNING April 15, 2024***

*Marissa Simmons, Enrollment Specialist*

*Ashland University, Bachelor of Arts, Communication Studies & Psychology*

***BEGINNING April 15, 2024***

*Kendall White, Academic Liaison, Liberal Arts Division*

*Central State University, Bachelor of Science, Education*

***EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-13***

Kendall White is hired as the Academic Liaison, Liberal Arts Division, to replace Lindsay Adams.

Marissa Simmons is hired as the Enrollment Specialist to replace Amy Baldy.

**REGULAR AGENDA**

**A. Consideration of Approval to Amendment to Policy 15-30 Honorary Degree Policy  
– R-2024-14 – Dr. Dorey Diab**

***CONSIDERATION OF APPROVAL OF AMENDMENT  
TO POLICY 15-30 HONORARY DEGREE POLICY***

***R-2024-14***

**WHEREAS:** *An honorary degree is an academic degree for which a college or university has waived all of the usual requirements and signifies the degree as “honoris causa” (for the sake of honor) based on the recipient’s contributions to a specific field or to society in general, and*

**WHEREAS:** *North Central State College exercises the practice of honoring distinguished persons who have achieved extraordinary distinction in a career that has affected the lives of others, particularly through scholarly achievement, through public service, or through philanthropy as set forth in policy (15-30 Honorary Degree Policy, and*

**WHEREAS:** *it is customary for a degree issuing institution that carries out the practice of conveying an honorary degree to do so at the highest level it is authorized to convey, and*

**WHEREAS:** *in 2019, North Central State College was approved to offer the Bachelor of Applied Science degree with a projected date of its first graduating class as May of 2021.*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves the amendment to policy 15-30 Honorary Degree Policy to include the degree of Bachelor of Applied Science “honoris causa” as an option for consideration in the issuance of an Honorary Degree from North Central State College.*

*(see attached)*

3357:13-15-30 Honorary Degree Policy

Upon recommendation of the president with the approval of the board of trustees the honorary degree of associate in applied science, associate in applied business, or bachelor in applied science will be awarded to those outstanding individuals who have distinguished themselves within the community, as well as with North Central State College.

Promulgated under Board resolution 1978-8 on April 26, 1978

Replaces: 3357:13-9-26

Effective: April 24, 2024

Next Review: April 1, 2029

Review Dates: 5/11/78, 1/14/15, 1/30/20, 4/24/24

**ACTION TAKEN:** Mr. Steven Stone moved for approval resolution R-2024-14 Consideration of Approval of Amendment to Policy 15-30 Honorary Degree Policy. Ms. Elisabeth Morando seconded the motion. Following some brief discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Mark Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

**B. Consideration of Approval for the Conferral of the Honorary Degree of Bachelor of Applied Business – R-2024-15**

**CONSIDERATION OF APPROVAL FOR THE CONFERRAL OF THE HONORARY DEGREE OF BACHELOR OF APPLIED SCIENCE TO JON A. HUSTED**

**R-2024-14**

***WHEREAS:** upon the recommendation of the president with the approval of the board of trustees the honorary degree of associate of applied science, applied business or bachelor of applied science will be awarded to those outstanding individuals who have distinguished themselves within the community, as well as with North Central State College, and*

***WHEREAS:** honorary degrees are typically awarded to a living individual who has achieved extraordinary distinction in a career that has affected the lives of others, particularly through scholarly achievement, through public service, or through philanthropy, and*

***WHEREAS:** by awarding honorary degrees, North Central State College recognizes outstanding individuals whose accomplishments are of such excellence that they provide inspiration to our graduates, and in honoring such individuals, the College is honored as well, and*

***WHEREAS:** Jon A. Husted has led the offices of Workforce Transformation and Innovate Ohio, and used technology to revolutionize the way businesses and entrepreneurs interact with State government, and pioneered programs like TechCred and industry sector partnerships, while focusing on creating a strong economy with the largest development being the Intel's chip manufacturing, and*

***WHEREAS:** Jon A. Husted has displayed the level of exemplary achievement deemed worthy of the singular recognition conveyed by the conferral of an honorary degree from North Central State College.*

***NOW, THEREFORE BE IT RESOLVED:** that the North Central State College Board of Trustees, takes pleasure in conferring upon Jon A. Husted the Honorary Degree of Bachelor of Applied Science, honoris causa, as part of the May 10<sup>th</sup>, 2024 North Central State College Commencement Ceremony in accordance with the policy adopted under resolution 1978-08 for "Honorary Degrees."*

**ACTION TAKEN:** Mr. David Bush moved for approval resolution R-2024-15 Consideration of Approval for the Conferral of the Honorary Degree of Bachelor of Applied Science. Ms. Kimberly Winkle seconded the motion and the roll was called:  
Ayes: Ms. Aspin, Mr. Bush, Mr. Mark Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle  
Nays: None  
The item was approved with a unanimous vote.



**C. Consideration of Approval of Nominations for the 2024 Association of Community College Trustees (ACCT) Equity Awards – R-2024-16 – Dr. Dorey Diab**

**CONSIDERATION OF APPROVAL OF NOMINATIONS  
FOR THE 2024 ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES (ACCT)  
EQUITY AWARDS**

**R-2024-16**

**WHEREAS:** *the Board of Trustees of North Central State College believe it is fitting and proper to recognize the outstanding efforts and contributions of individual trustees, College Faculty and Staff when appropriate, and*

**WHEREAS:** *such recognition for special service to the college and the community can be bestowed through nomination for state, regional and national awards, as such opportunities arise.*

**NOW, THEREFORE BE IT RESOLVED:** *that the North Central State College Board of Trustees, takes pleasure in submitting the following nomination for the 2024 ACCT Equity Awards: Ms. Michelle Slattery for the Faculty Member Award.*

**BE IT FURTHER RESOLVED:** *that the Board authorizes Board Chair, Dr. Dwight McElfresh to cause the associated letter of support to be written on behalf of the North Central State College Board of Trustees.*

**ACTION TAKEN:** Ms. Elisabeth Morando moved for approval resolution R-2024-16 Consideration of Approval of Nominations for the 2024 Association of Community College Trustees (ACCT) Equity Awards. Ms. Linda Nelson seconded the motion and the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Mark Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

**D. Treasurer's Report for March 31, 2024 – Dr. Dorey Diab**

Ms. Lori McKee presented the Treasurer's Report for the period ending March 31, 2024, 2024. She stated that revenues for the month totaled \$896,892. Expenditures were \$1,694,152 leaving a deficit of \$797,260. Year-to-date revenues totaled \$18,573,646. Year-to-date expenditures totaled \$11,813,452 leaving an excess of \$6,760,195. The Month End Investment Balance for March 2024 was \$6,202,241 (\$1,143,161 in Star Ohio and \$5,059,080 in Park National Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

**ACTION TAKEN:** Mr. Patrick Williams moved for approval of the Treasurer’s Report for the period ending March 31, 2021. Ms. Kristin Aspin seconded the motion and following some brief discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Mark Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

### **E. FY2025 Budget Proposal Presentation (Assumptions) – Dr. Dorey Diab/Ms. Lori McKee**

Ms. Lori McKee and Dr. Dorey Diab presented the Budget Proposal Assumptions.

Revenue Assumptions:

- What we know:
  - Projecting budget flat enrollment over fiscal year 2024
  - Admission goals will remain the same (Sum 3,500; Fall 22,000; Spring 20,500)
  - Recognize the second half of the \$10 increase to tuition in the Biennium beginning Summer Semester 2024
  - State Share of Instruction projections from the State
- What we need to complete the revenue projections:
  - Child Development Center enrollment revenue
  - Workforce training revenue

Expense Assumptions:

- What we know:
  - Payroll and Benefits
    - Includes 4% pay increase for full-time faculty, full-time staff and part-time staff
    - Adjusted pay grades to better reflect market rates. Employees that are below the minimum pay rate are being brought up to the minimum pay rate.
    - Health insurance had an overall increase of 6%
      - Medical 6.48%, Dental 3.95%, Vision 0%
- What we need to complete the expense projections:
  - Operating expense
    - Budgets were sent out to budget managers on 4/12 with a deadline of 4/30 for submission. We asked for flat budgets over FY2024 based on the flat enrollment projection.

## **VIII. POLICY GOVERNANCE**

### **A. Discussion of Agenda Planning – Dr. Dwight McElfresh**

#### **1. 2023-2024 Annual Calendar/Agenda**

Board Chair, Dr. Dwight McElfresh called for a preview of the 2023-2024 Annual Calendar\Agenda for the upcoming months of May, June, and July.

## 2. Review of Actionable Items.

Board Chair, Dr. Dwight McElfresh reviewed the listing of Actionable Items which included:

- a. Draft individual LeaderRichland Speaker Packets and Speaker Bios and submit to individuals for review and edit as necessary before submitting to LeaderRichland by the deadline date of April 5<sup>th</sup>. – This item has been accomplished prior to the meeting.
- b. Refine ACCT Presentation Proposals #1 and #2 and prepare for final review before submission by the deadline of May 24<sup>th</sup> – This item will be addressed later in the agenda.
- c. Assemble document describing differentiating features between an NCSC BSN & BASMET degree and the OSU Equivalents – Dr. Dorey Diab distributed a comparison table that described differentiating features between the NCSC degree and the OSU degrees. Dr. Dorey Diab was joined by Dr. Kelly Gray in explaining some of the differentiating features, pathways and objectives of the various degrees.

## 3. Community Connections.

**Dr. Dwight McElfresh** – shared that he attended a meeting in Ashland where comments were made by members of the largest companies that they have had their busiest 1<sup>st</sup> Quarter ever, yet both companies have needs for interns and employees. They expect to lose 50% of their staff to Intel and similar companies. They stated that they could have twice the work if they had more employees. Dr. Diab elaborated on this statement from other interactions with local businesses and reports from business all across Ohio and the Nation.

**Ms. Kim Winkle** – shared that she attended two events on behalf of the hospital where she had the opportunity to share that they were able to incorporate the LPN program with NCSC. She also shared that the Bucyrus Chamber of Commerce held a Bucyrus Coffee at the Crawford Success Center. The event is held the second Wednesday of each month and is called the “Fresh Roast Roundup.”

**Mr. Mark Masters** – shared today he had done a presentation in Columbus, OH with 100-150 bankers. He got the opportunity to talk about their NCSC in-bank class offerings where they have 58 employees going through classes. Many are working Mothers. Two of them are single in pursuit of a college degree who had no previous thoughts of being able to go to college.

**Ms. Kristin Aspin** – shared that Chris Copper spoke this morning to ten people at the Ashland Foundation to discuss the LPN program specifically and then about NCSC as a whole. Their comments were that they knew about NCSC but didn't know about the value of an NC State education.

**Ms. Elisabeth Morando** – shared that her son had a buddy from high school whose Mom went to college but now is going back to college. One of her Sons is in the Nursing program. She has five kids and is in her early 40's.

**Mr. Patrick Williams** – shared that he has spoken to a student as an intern in the Criminal Justice (CRJ) 2+2 program. She is looking for opportunities to advance her further education beyond NCState. Dr. Kelly Gray discussed some of our articulation agreements with four-year institutions that carry on the CRJ program. Ms. Chris Copper added comments about financial incentives available through a variety of methods to help with funding for higher education pursuits beyond the associate's degree level.

### **B. Board Policy Governance Training (IAW 02.70) – Mr. Dwight McElfresh**

1. Ms. Linda Nelson led the discussion of Rehearsal Scenario 3.2 “Should the Board Establish a Committee to Solve a Crisis?”

In this scenario: A trade association loses a significant amount of revenue due to some unforeseen economic conditions. A board member proposes establishing a task force to “work with the staff to develop a business plan for next year.” The Board discussed the policies/principles that come into play in this scenario and consider what the appropriate action is for the Board to take.

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Ms. Elisabeth Morando led the discussion and review of Governance Process policies 2.6, 2.7, 2.8, and 2.9. The Board concurred that 2.6, 2.7, & 2.8 are still relevant and still accurate. Policy 2.9 needs updating relative to the new guidance under HB33 for additional responsibilities placed on the Board's Executive Committee relative to naming members to the Trustee Selection Committee. The Board asked that this policy be updated with the current language and brought back to the Board for consideration of approval.

3. Reflections on 1<sup>st</sup> Quarter Self-Assessment Survey (for January – March 2024)

Dr. Dwight McElfresh asked if all Trustees had the opportunity to review the Board Performance/Self-Evaluation Survey Trend Analysis for the 1<sup>st</sup> Quarter of 2024. The Board reviewed each survey topic, discussed trend analysis results, and considered areas for improvement.

4. BOT Annual Self-Reflection Questionnaire or Annual Self-Assessment Survey

Dr. Dwight McElfresh called for discussion on whether to administer the board's Annual Self-Reflection Questionnaire or the Board's Annual Self-Assessment Survey in preparation for this year's Annual Planning Retreat. The newly devised Self-Reflection Questionnaire was developed and first administered in 2022. However, with the addition of several new Trustees in late 2022 and 2023 it was decided to go back to the Annual Self-Assessment Survey for 2023 so that new Trustees could get some additional exposure to the policy governance model and the board's manner of operation. Now, with an additional year of experience as an NCSC Trustee, it was determined to once again administer the Annual Self-Reflection Questionnaire to Trustees to help gain a better understanding of where Trustees (seasoned and new alike) feel that there needs to be some additional emphasis in their understanding and application of the principles of the Carver Model Policy Governance and continuous improvement process for the Board. The Board Secretary, Mr. Stephen Williams will distribute the questionnaire to all Trustees as soon as possible so Trustees have ample time to consider their responses to the questions in preparation for Board analysis and discussion at the annual planning retreat in July.

### **C. Board Operating Policies Review**

#### **1. 11-15 Emeritus Status for Former Members of the Board of Trustees**

Board Chair called for a review of the subject policy for update/approval. Trustees questioned the rationale for the designated number of years of service a Trustee must serve before being considered for Emeritus status. Discussion centered around making the term of service more subjective and allowing the Board to decide if the combination of length of service and accomplishments are sufficient to warrant the distinction as a Trustee Emeritus on a case-by-case basis. Board Secretary, Mr. Stephen Williams was asked to rework the language to describe the conditions desired to give the Board the authority to determine the conditions of distinguished service to warrant status as a "Trustee Emeritus."

## **IX. BOARD CHAIRPERSON REPORT- *Dr. Dwight McElfresh***

### **A. 2023 Financial Disclosure Statement Filing Deadline Monday, May 15, 2024**

Dr. Dwight McElfresh reminded Trustees of the required financial disclosure statement filing deadline of May 15, 2024. Most Trustees have already filed but those who have not yet filed should complete as soon as possible before the prescribed deadline.

### **B. 2024 Governor DeWine & Chancellor's Trustee Conference (June 5, 2024)**

Dr. Dwight McElfresh reminded Trustees of the Governor and Chancellor's Trustee Conference taking place at the campus of Columbus State Community College. Trustees desiring to attend have a couple options for registering. Those planning to attend should let Board Secretary, Mr. Stephen Williams know right away so that registrations can be confirmed and the necessary fee(s) can be processed.

### **C. BOT July Regular Meeting & Annual Planning Retreat (July 24, 2024)**

Dr. Dwight McElfresh reminded Trustees of the annual planning retreat taking place on July 24<sup>th</sup> instead of the June date this year. President Dorey Diab provided a brief preview of the schedule of events for that day.

### **D. 2024 ACCT Leadership Congress (October 23-26, Seattle, WA)**

Dr. Dwight McElfresh announced that registration is open for Trustees who are planning to attend the 2024 ACCT Leadership Congress this year in Seattle, WA. The two presentation proposals were reviewed and the specific speakers for each of the presentation were confirmed so that presentations are ready for submission to ACCT prior to the May 24<sup>th</sup> deadline. Trustees were asked for a quick count of Trustees who either were planning to attend or who knew that they were NOT planning to attend. Those planning to attend were: Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone and Ms. Winkle. Mr. Mark Masters and Mr. David Bush indicated that they were NOT planning to attend this year's event. Ms. Aspin and Mr. Williams were as of yet, still undecided.

### **E. 2024 LeaderRichland participation Commitments (May 16, 17 & 20)**

Dr. Dwight McElfresh recapped the participation commitments for the 2024 edition of LeaderRichland. Dr. Dorey Diab showed a sample of the Family Feud Game that is typically presented for examples of leadership for young participants to ponder. Speakers were identified as: May 16<sup>th</sup> – Ms. Linda Nelson and Dr. Dorey Diab; May 17<sup>th</sup> – Ms. Elisabeth Morando and Dr. Dwight McElfresh; May 20<sup>th</sup> – Ms. Linda Nelson, Mr. Patrick Williams, and Dr. Dorey Diab.

### **F. Upcoming Events:**

- 1. Alumni Association Graduate Picnic (May 9<sup>th</sup>, Byron Kee Center)**
- 2. 2024 Graduation Ceremony (May 10<sup>th</sup>, Campus Recreation Center)**
- 3. Governor DeWine/ODHE Trustees Conference (June 5<sup>th</sup>, Columbus State CC)**
- 4. OACC Governing Board meeting - Board Chair and President (June 6<sup>th</sup>, Columbus State CC)**

### **X. MEETING EVALUATION (IAW 02.16) – *Dr. Dwight McElfresh***

Board Chair, Dr. Dwight McElfresh called for a discussion on tonight's meeting evaluation. Trustees commented that there was 100 % attendance. There were great Community Connections and policy discussions. Ms. Nelson and Ms. Morando had great policy governance training discussions.

**XI. TIME AND PLACE OF NEXT MEETING**

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, May 22, 2024 at 5:30pm in the Gorman Room (165-Fallerius).

**XII. ADJOURNMENT**

The Chair called for any additional business requiring Board action.

**ACTION TAKEN:** As there was no further business requiring the Board's consideration, the Board Chair, Dr. Dwight McElfresh declared the meeting adjourned at 7:38 p.m.

Respectfully submitted:

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Mr. Stephen R. Williams, Board Secretary

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Dr. Dwight McElfresh, Board Chair

**CONSIDERATION OF APPROVAL OF  
EMPLOYMENT OF  
COLLEGE PERSONNEL**

**R-2024-17**

**NEW HIRES**

***BE IT RESOLVED:*** *by the Board of Trustees that the following faculty and staff members are hereby employed at the dates stipulated below:*

***BEGINNING May 20, 2024***

*Shannon Teynor, Early Head Start Family Visitor, Child Development Center  
Ohio State University, Bachelor of Science, Education, Early and Middle  
Childhood Education Major  
Ohio State University, Master of Education, Teaching and Learning Major*

***BEGINNING June 3, 2024***

*Brittany Bechtol, Teacher Assistant Substitute, Child Development Center*

***EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-17***

Shannon Teynor is hired as the Early Head Start Family Visitor, Child Development Center to replace Deb Loyd.

Brittany Bechtol is hired as a Teacher Assistant Substitute, Child Development Center.



**The Treasurer's Report**  
**with Dashboard Analysis**

**for the Period Ending**

**April 30, 2024**

North Central State College  
 Analysis of Current Revenue and Expenditures  
 Period Ending April 30, 2024

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Prior YTD	Current vs. Prior
<b>Revenues:</b>																
State Share of Instruction	\$777,910	\$777,910	\$777,910	\$791,693	\$777,910	\$777,907	\$775,431	\$775,431	\$775,431	\$775,431	\$7,782,964	7,779,096	\$3,868	9,334,915	\$7,786,246	(\$3,282)
Student Tuition and Fees	4,248,105	\$1,183,472	\$210,437	(\$50,438)	\$3,287,960	\$508,247	\$989,075	(\$14,460)	(\$42,661)	\$20,437	10,340,173	10,699,017	(358,844)	10,699,017	10,238,180	101,993
Other Revenues	32,056	\$87,753	\$70,598	\$54,333	\$109,097	\$80,642	\$91,112	\$55,025	\$83,162	\$24,503	688,281	269,333	418,948	323,200	270,874	417,407
University Center	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	0	0	0	0	0
Capital Debt Service	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	100,000	(100,000)	40,000	40,296	(40,296)
Child Development Center	44,399	57,818	51,331	51,435	57,403	43,663	55,114	47,276	54,833	51,687	514,959	555,448	(40,489)	669,215	422,211	92,748
Workforce & Community Development	873	22,751	633	3,748	33,556	46	6,679	3,229	23,197	30,105	124,817	204,333	(79,516)	245,200	123,324	1,493
Facilities	4,090	1,230	\$2,685	\$1,190	\$5,003	\$2,600	\$2,512	2,375	\$2,930	\$10	24,625	40,810	(16,185)	48,972	16,854	7,771
Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>\$5,107,433</b>	<b>\$2,130,934</b>	<b>\$1,113,594</b>	<b>\$851,960</b>	<b>\$4,270,929</b>	<b>\$1,413,105</b>	<b>\$1,919,923</b>	<b>\$868,876</b>	<b>\$896,892</b>	<b>\$902,173</b>	<b>\$19,475,819</b>	<b>\$19,648,038</b>	<b>(\$172,219)</b>	<b>\$21,360,519</b>	<b>\$18,897,985</b>	<b>\$577,834</b>
<b>Expenditures:</b>																
Payroll	\$269,987	\$413,316	\$897,996	\$619,106	\$631,189	\$790,085	\$529,516	\$615,794	\$967,270	\$666,694	6,400,953.00	6,684,000	\$283,047	\$8,121,345	\$6,363,416	(\$37,537)
Fringes	93,615	\$257,013	\$344,361	\$236,597	\$103,592	\$264,589	\$235,472	\$231,829	\$352,018	\$251,334	2,370,419.48	3,058,010	\$687,590	3,786,107	2,400,914	30,495
Printing	1,155	\$185	\$70	\$1,472	\$2,587	\$1,282	\$1,628	\$526	\$1,353	\$8,747	19,005.58	29,167	\$10,161	35,000	17,022	(1,984)
Advertising	796	\$8,625	\$8,491	\$9,533	\$14,405	\$3,524	\$5,378	\$19,931	\$13,551	\$22,580	106,814.44	136,250	\$29,436	163,500	113,707	6,893
Postage	10,000	\$310	\$0	\$10,000	\$266	\$0	\$0	\$320	\$30	\$0	20,925.59	41,667	\$20,741	50,000	31,311	10,385
Shared Campus Expense	0	\$478	\$410	\$525	\$15,325	\$0	\$510	\$0	\$660	\$1,845	19,753.41	220,000	\$200,247	1,100,000	37,971	18,218
Professional Development	9,436	\$5,712	\$2,081	\$17,203	\$5,396	\$6,033	\$3,040	\$7,335	\$10,361	\$5,956	72,553.50	227,205	\$154,652	272,646	113,587	41,034
Grants and Scholarships	31,004	\$187	\$153,573	\$88,058	(\$9,613)	\$0	(\$1,347)	\$92,558	\$53,213	\$8,612	416,245.00	1,783,333	\$1,367,088	2,140,000	540,187	123,942
Equipment Lease and Rental	8,919	\$4,959	\$6,361	\$4,709	\$4,709	\$6,099	\$4,709	\$6,881	\$4,468	\$4,460	56,273.32	92,667	\$36,393	111,200	56,471	198
New Equipment	0	\$387	\$0	\$0	\$0	\$12,500	\$26,158	\$0	\$14,242	\$3,022	56,308.59	222,380	\$166,071	266,856	49,746	(6,563)
Professional Fees	10,157	\$14,972	\$38,589	\$39,026	\$18,109	\$9,300	\$23,177	\$12,351	\$7,202	\$20,232	193,115.40	363,307	\$170,191	435,968	166,744	(26,371)
All Other Expenses	82,099	730,183	153,563	137,580	149,985	122,411	139,619	119,674	83,241	135,111	1,853,465.36	2,255,266	\$401,800	2,715,335	2,002,791	149,326
Child Development Center	12,383	44,549	61,128	40,576	33,588	52,241	39,810	41,188	64,645	41,492	431,600.00	529,868	\$98,268	653,654	341,655	(89,945)
Corporate	1,869	22,278	15,421	13,947	11,253	10,012	9,790	11,098	15,599	10,905	122,172.00	144,491	\$22,319	177,305	134,704	12,532
Facilities	62,129	91,162	111,157	77,577	78,016	134,168	108,440	85,889	106,299	73,709	928,546.00	1,089,006	\$160,460	1,331,603	862,625	(65,921)
<b>Total Expenditures</b>	<b>\$593,549</b>	<b>\$1,594,316</b>	<b>\$1,793,201</b>	<b>\$1,295,909</b>	<b>\$1,058,807</b>	<b>\$1,412,244</b>	<b>\$1,125,900</b>	<b>\$1,245,374</b>	<b>\$1,694,152</b>	<b>\$1,254,699</b>	<b>\$13,068,151</b>	<b>\$16,876,615</b>	<b>\$3,808,464</b>	<b>\$21,360,519</b>	<b>\$13,232,851</b>	<b>\$164,700</b>
<b>Excess (Deficit)</b>	<b>\$4,513,884</b>	<b>\$536,618</b>	<b>(\$679,607)</b>	<b>(\$443,948)</b>	<b>\$3,212,122</b>	<b>\$861</b>	<b>\$794,023</b>	<b>(\$376,498)</b>	<b>(\$797,260)</b>	<b>(\$352,526)</b>	<b>\$6,407,668</b>	<b>\$2,771,423</b>	<b>\$3,636,245</b>	<b>\$0</b>	<b>\$5,665,134</b>	<b>\$742,534</b>

Total Investment Balance - \$6,173,524 (\$1,148,288 - Star Ohio and \$5,025,236 - Park National)

North Central State College  
All Other Expenses  
Period Ending April 30, 2024

	<u>Jul-23</u>	<u>Aug-23</u>	<u>Sep-23</u>	<u>Oct-23</u>	<u>Nov-23</u>	<u>Dec-23</u>	<u>Jan-24</u>	<u>Feb-24</u>	<u>Mar-24</u>	<u>Apr-24</u>	<u>Current YTD</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Beginning Budget</u>
Office Supplies	0.00	0.00	2,521.29	448.02	8.00	159.40	696.95	1,073.27	94.18	49.47	5,050.58	10,083.33	5,032.75	12,100.00
Instructional Supplies - Lecture	0.00	0.00	957.60	0.00	0.00	170.43	1,110.98	0.00	2,009.61	9,954.14	14,202.76	23,862.50	9,659.74	28,635.00
Paper Supplies	0.00	0.00	0.00	0.00	1,778.88	0.00	0.00	1,778.88	0.00	0.00	3,557.76	10,000.00	6,442.24	12,000.00
Other Supplies	0.00	0.00	12,423.33	3,502.27	336.01	30.00	4,874.90	0.00	31.13	0.00	21,197.64	21,366.67	169.03	25,640.00
Instructional Supplies - Lab	11,337.84	27,167.71	44,914.43	37,044.80	26,038.03	2,649.53	77,565.10	34,967.10	23,653.45	41,875.70	327,213.69	347,403.33	20,189.64	416,884.00
Travel	0.00	195.04	219.10	703.66	957.85	262.37	858.03	435.65	627.87	2,222.37	6,481.94	19,025.00	12,543.06	22,830.00
Non-Inventory Software (501)	0.00	8,625.14	0.00	0.00	0.00	0.00	0.00	0.00	270.00	0.00	8,895.14	22,167.50	13,272.36	26,601.00
Non-Inventory Books	0.00	0.00	0.00	0.00	125.41	0.00	0.00	0.00	0.00	0.00	125.41	1,250.00	1,124.59	1,500.00
Equipment Maintenance	0.00	0.00	670.62	0.00	0.00	904.00	0.00	0.00	9,868.12	0.00	11,442.74	16,842.50	5,399.76	20,211.00
Software Upgrade/Maintenance	35,688.00	553,142.35	46,078.20	35,697.00	67,630.32	20,325.00	23,025.00	50,944.63	28,351.90	45,853.08	906,735.48	895,947.50	(10,787.98)	1,075,137.00
Building Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,500.00	12,500.00	12,500.00	15,000.00
Vehicle Maintenance	0.00	148.68	38.92	0.00	70.57	220.39	206.37	32.20	550.00	1,703.97	2,971.10	10,416.67	7,445.57	12,500.00
Telephone	14,812.08	7,884.29	7,622.37	6,935.52	8,710.40	7,092.33	8,060.83	10,030.15	7,129.28	8,075.31	86,352.56	105,833.33	19,480.77	127,000.00
Cell Phones	981.30	969.39	970.92	730.05	890.53	873.59	875.83	893.58	875.65	892.47	8,953.31	10,833.33	1,880.02	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Security	0.00	589.30	439.45	0.00	149.85	0.00	0.00	164.85	0.00	0.00	1,343.45	2,500.00	1,156.55	3,000.00
Internet Connection	1,580.44	7,283.87	2,080.44	2,080.44	2,480.44	1,580.44	2,580.44	2,080.44	2,080.44	2,080.44	25,907.83	66,666.67	40,758.84	80,000.00
License Fees	0.00	0.00	325.00	0.00	65.00	73.50	0.00	0.00	0.00	0.00	463.50	3,437.50	2,974.00	4,125.00
Bank Fees - General	453.77	829.10	829.85	847.91	830.15	457.54	853.19	1,210.80	834.75	835.80	7,982.86	6,000.00	(1,982.86)	7,200.00
Bank Fees - Credit	0.00	2,031.73	9,010.21	7,679.79	1,769.51	0.00	2,791.75	8,156.15	11,293.93	2,374.10	45,107.17	41,666.67	(3,440.50)	50,000.00
Insurance	0.00	90,225.23	0.00	0.00	27,800.00	61,728.77	0.00	0.00	0.00	0.00	179,754.00	135,183.33	(44,570.67)	162,220.00
Shipping/Freight	0.00	44.07	0.00	55.32	0.00	0.00	319.93	0.00	0.00	63.68	483.00	3,333.33	2,850.33	4,000.00
Sponsored/Donated	0.00	2,475.00	800.00	650.00	200.00	400.00	6,250.00	1,200.00	1,350.00	300.00	13,625.00	8,500.00	(5,125.00)	10,200.00
Commencement	0.00	103.54	250.61	0.00	0.00	2,947.40	0.00	0.00	0.00	8,703.83	12,005.38	20,083.33	8,077.95	24,100.00
Catering	0.00	42.24	894.71	260.03	516.99	756.21	2,388.35	65.54	424.36	2,115.85	7,464.28	9,420.83	1,956.55	11,305.00
Subscriptions	0.00	100.00	69.00	10.00	7,570.22	10.00	10.50	1,010.50	331.50	12.64	9,124.36	8,975.00	(149.36)	10,770.00
Dues	17,468.00	30,126.60	19,684.50	34,972.00	565.00	320.00	2,080.00	2,743.50	450.00	919.00	109,328.60	123,445.00	14,116.40	148,134.00
Program Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	333.33	333.33	400.00
Recruitment	0.00	453.00	0.00	0.00	626.97	0.00	0.00	1,750.00	1,000.00	0.00	3,829.97	2,500.00	(1,329.97)	3,000.00
Other Expense	0.00	214.85	2,847.38	6,553.85	1,302.77	2,194.81	5,404.95	275.48	9,253.59	1,256.10	29,303.78	228,189.17	198,885.39	273,827.00
Bad Debt Expense	(3.87)	(34.94)	(0.91)	0.39	30.29	19,984.19	0.00	1,124.50	41.70	9,300.75	30,442.10	87,500.00	57,057.90	105,000.00
Collection Costs	(218.48)	(2,433.61)	(83.98)	(591.44)	(468.10)	(729.32)	(333.76)	(263.24)	(17,280.08)	(3,478.02)	(25,880.03)	0.00	25,880.03	0.00
	<u>82,099.08</u>	<u>730,182.58</u>	<u>153,563.04</u>	<u>137,579.61</u>	<u>149,985.09</u>	<u>122,410.58</u>	<u>139,619.34</u>	<u>119,673.98</u>	<u>83,241.38</u>	<u>135,110.68</u>	<u>1,853,465.36</u>	<u>2,255,265.83</u>	<u>401,800.48</u>	<u>2,706,319.00</u>

North Central State College  
 Period Ending April 30, 2024

	<u>Jul-23</u>	<u>Aug-23</u>	<u>Sep-23</u>	<u>Oct-23</u>	<u>Nov-23</u>	<u>Dec-23</u>	<u>Jan-24</u>	<u>Feb-24</u>	<u>Mar-24</u>	<u>Apr-24</u>	<u>Current YTD</u>	<u>Beginning Budget</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Prior YTD</u>	<u>Current vs. Prior</u>
<b>Child Development Center</b>																
Revenues	\$ 44,399	\$ 57,818	\$ 51,331	\$ 51,435	\$ 57,403	\$ 43,663	\$ 55,114	\$ 47,276	\$ 54,833	\$ 51,687	514,959	\$ 669,215	\$ 555,448	\$ (40,489)	\$ 422,211	\$ 92,748
Payroll	6,861	21,045	38,819	24,594	24,497	36,035	24,756	25,219	40,214	25,205	267,245	375,203	\$ 303,049	35,804	192,703	(74,542)
Fringes	3,325	21,876	18,587	12,275	3,988	12,317	12,625	12,712	19,300	12,710	129,715	203,690	\$ 164,519	34,804	109,153	(20,562)
Non-Payroll	2,197	1,628	3,722	3,707	5,103	3,889	2,429	3,257	5,131	3,577	34,640	74,761	\$ 62,301	27,661	39,799	5,159
Total Expenses	12,383	44,549	61,128	40,576	33,588	52,241	39,810	41,188	64,645	41,492	431,600	653,654	529,868	98,268	341,655	(89,945)
Excess (Deficit)	\$ 32,016	\$ 13,269	\$ (9,797)	\$ 10,859	\$ 23,815	\$ (8,578)	\$ 15,304	\$ 6,088	\$ (9,812)	\$ 10,195	\$ 83,359	\$ 15,561	\$ 25,580	\$ 57,779	\$ 80,556	\$ 2,803
<b>Corporate</b>																
<b>Workforce &amp; Community Development</b>																
Revenues	\$ 873	\$ 22,751	\$ 633	\$ 3,748	\$ 33,556	\$ 46	\$ 6,679	\$ 3,229	\$ 23,197	\$ 30,105	124,817	\$ 245,200	\$ 204,333	\$ (79,516)	\$ 123,324	\$ 1,493
Payroll	1,422	5,999	8,710	6,233	7,184	6,167	4,359	4,976	7,523	4,574	57,147	100,758	\$ 81,381	24,234	73,143	15,996
Fringes	447	3,811	2,608	1,816	1,135	1,647	1,546	1,622	2,425	1,560	18,617	26,517	\$ 21,418	2,801	20,211	1,594
Non-Payroll	0	12,468	4,103	5,898	2,934	2,198	3,885	4,500	5,651	4,771	46,408	50,030	\$ 41,692	(4,716)	41,351	(5,057)
	1,869	22,278	15,421	13,947	11,253	10,012	9,790	11,098	15,599	10,905	122,172	177,305	144,491	22,319	134,705	12,533
Excess (Deficit)	(996)	473	(14,788)	(10,199)	22,303	(9,966)	(3,111)	(7,869)	7,598	19,200	2,645	67,895	59,843	(57,198)	(11,381)	14,026



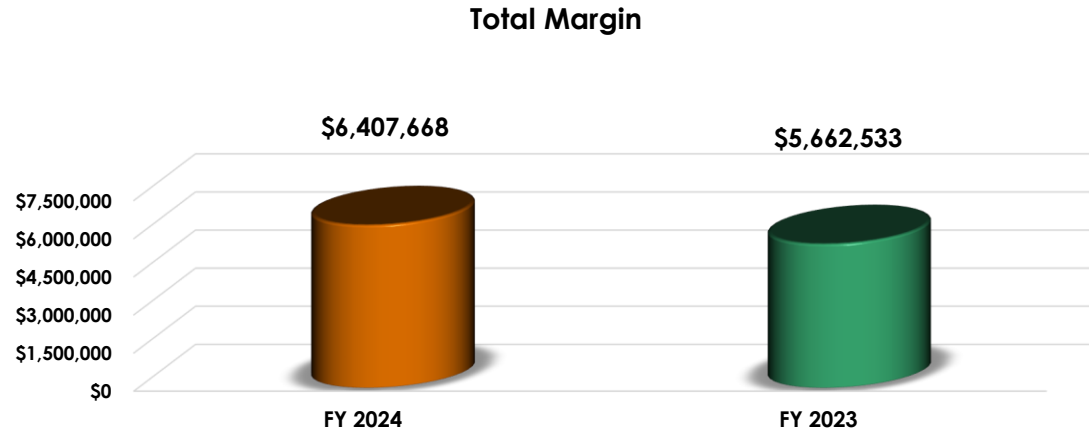
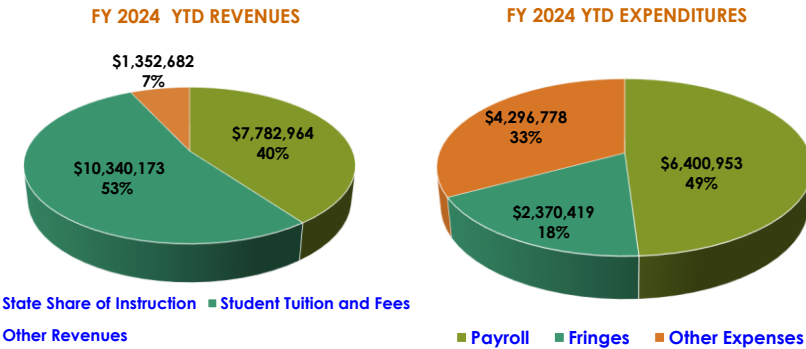
# North Central State College

## Fiscal Year 2024

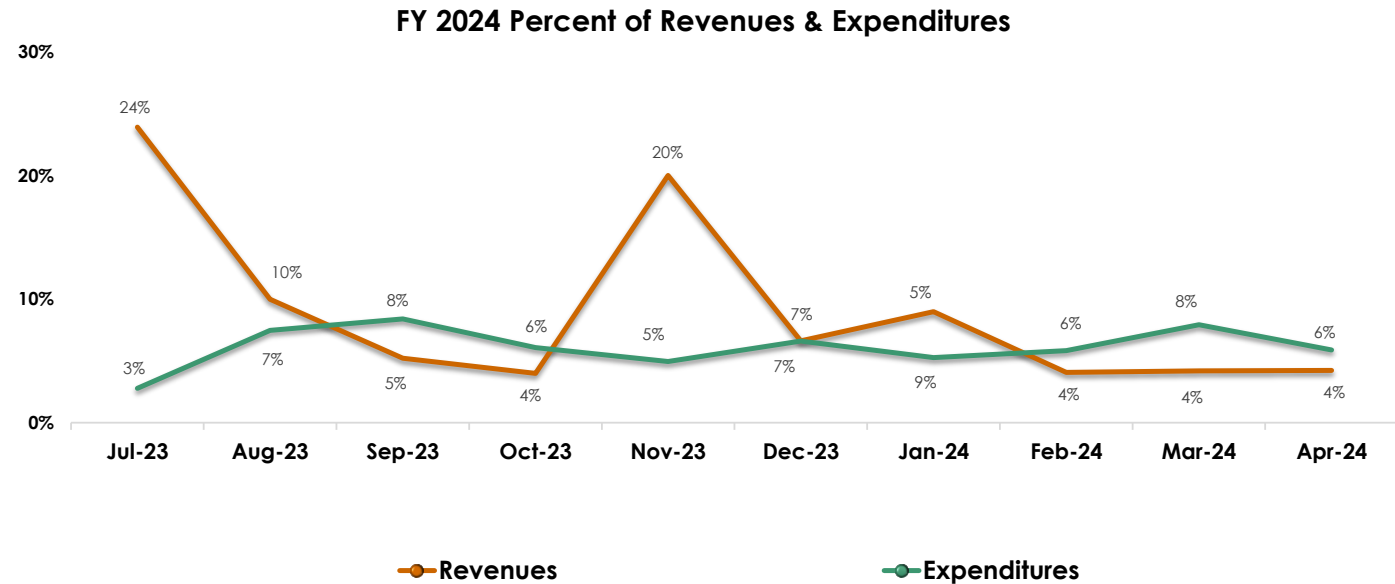
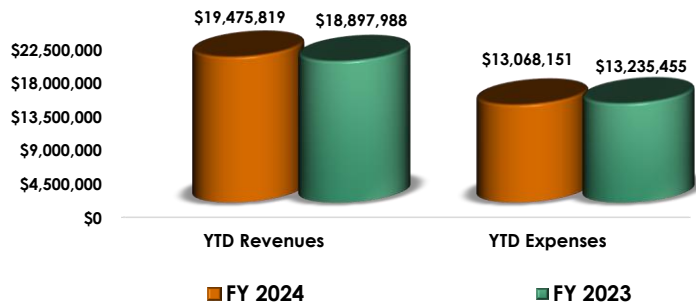
### Financial Update

#### Revenues - Expenditures Summary

	Approved Budget	April	YTD	% of Total
REVENUES	\$21,360,519	\$902,173	\$19,475,819	91.2%
EXPENDITURES	\$21,360,519	\$1,254,699	\$13,068,151	61.2%
TOTAL MARGIN		(\$352,526)	\$6,407,668	



#### Year-To-Date Revenues & Expenditures Update





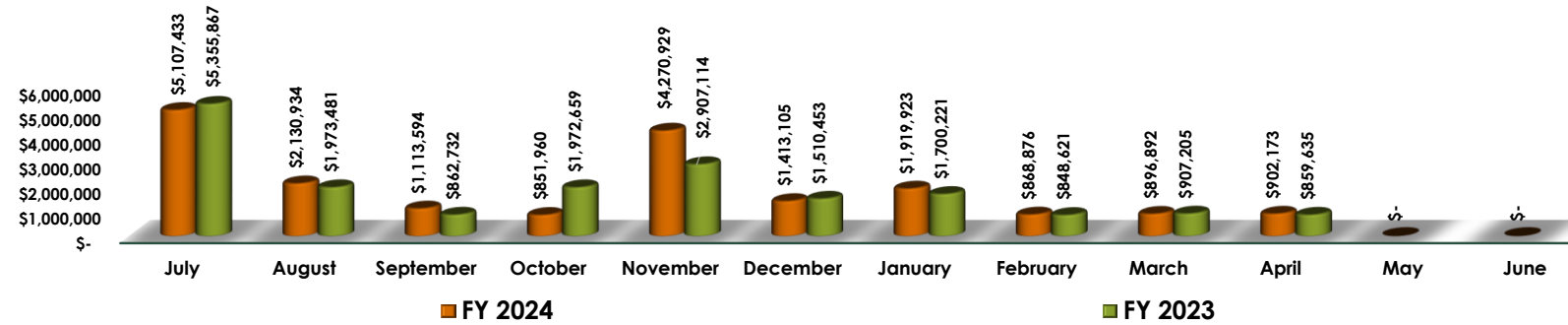
# North Central State College

Fiscal Year 2024

## YTD Thru April 2024 Financial Update

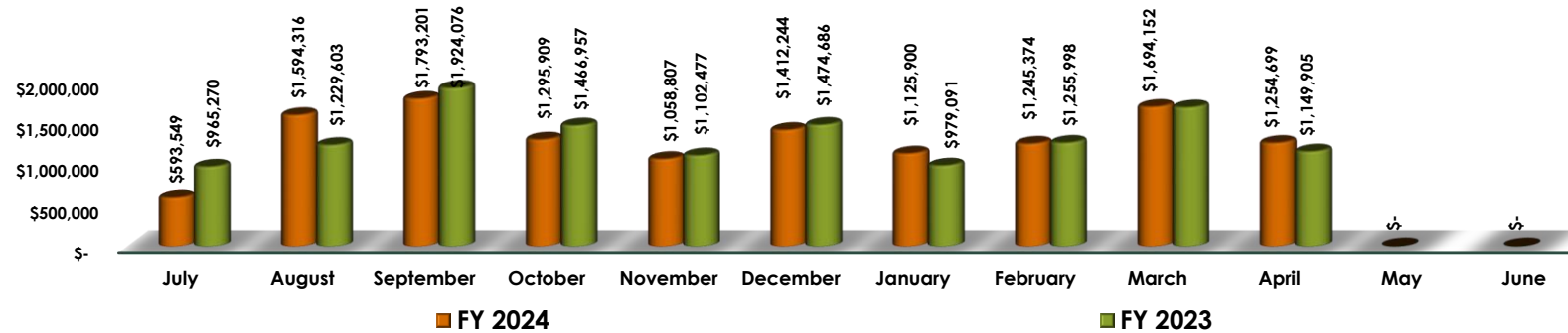
### Revenues

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2024	\$ 5,107,433	\$ 2,130,934	\$ 1,113,594	\$ 851,960	\$ 4,270,929	\$ 1,413,105	\$ 1,919,923	\$ 868,876	\$ 896,892	\$ 902,173	\$ -	\$ -
FY 2023	\$ 5,355,867	\$ 1,973,481	\$ 862,732	\$ 1,972,659	\$ 2,907,114	\$ 1,510,453	\$ 1,700,221	\$ 848,621	\$ 907,205	\$ 859,635	#DIV/0!	#DIV/0!
% Variation	-5%	8%	29%	-57%	47%	-6%	13%	2%	-1%	5%	#DIV/0!	#DIV/0!

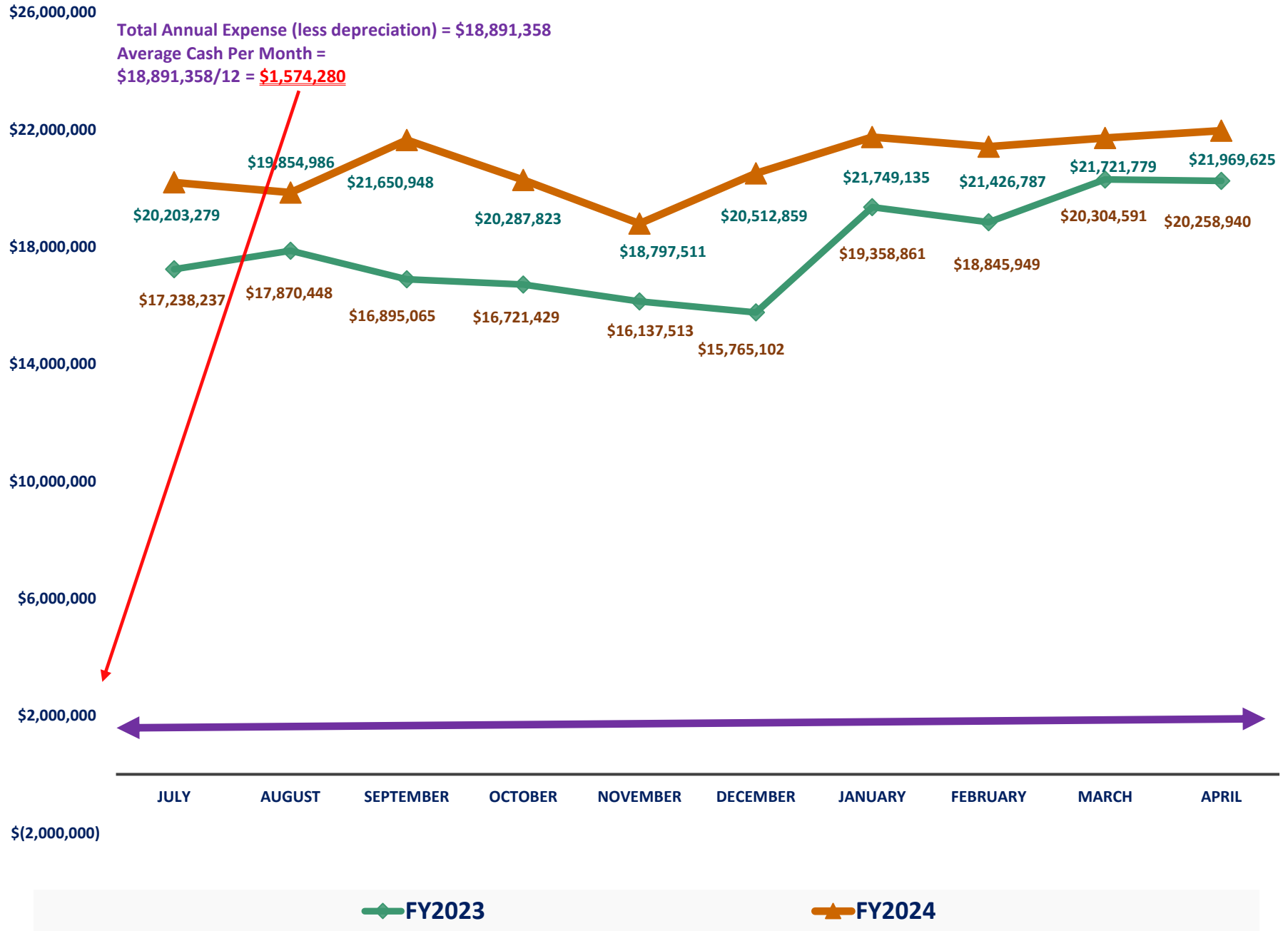


### Expenditures

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2024	\$ 593,549	\$ 1,594,316	\$ 1,793,201	\$ 1,295,909	\$ 1,058,807	\$ 1,412,244	\$ 1,125,900	\$ 1,245,374	\$ 1,694,152	\$ 1,254,699	\$ -	\$ -
FY 2023	\$ 965,270	\$ 1,229,603	\$ 1,924,076	\$ 1,466,957	\$ 1,102,477	\$ 1,474,686	\$ 979,091	\$ 1,255,998	\$ 1,687,391	\$ 1,149,905	#DIV/0!	#DIV/0!
% Variation	-39%	30%	-7%	-12%	-4%	-4%	15%	-1%	0%	9%	#DIV/0!	#DIV/0!



# Monthly Cash-On-Hand Update



**CONSIDERATION OF APPROVAL OF  
2024-2025 OPERATING BUDGET**

**R-2024-18**

**WHEREAS:** *the Board of Trustees of North Central State College has reviewed the income and expense portion of the proposed 2024-2025 Operating Budget, and*

**WHEREAS:** *a salary increase of four percent for fiscal year 2024-2025, while increasing the new hire rate for faculty by ten percent, and also increasing the pay grades for staff by ten percent, to further enhance employee attraction and retention; and*

**WHEREAS:** *the Board of Trustees acknowledges the employee contribution of health insurance will remain unchanged at 81% from the College and 19% from the full-time employee; and*

**WHEREAS:** *the Board of Trustees approves the income and allocation of payroll and non-payroll expenditures of this budget.*

**NOW, THEREFORE, BE IT RESOLVED:** *by the Board of Trustees that the 2024-2025 Operating Budget of the College is hereby adopted as presented.*

*(See attached sheet)*



**NORTH CENTRAL STATE COLLEGE**  
**FY25 Budget Development Summary Worksheet**

<b><u>Revenues:</u></b>	Approved FY 2024	Proposed FY 2025
State Appropriations	9,334,915	9,392,069
Student Tuition and Fees	10,699,017	11,030,192
Other Revenues	323,200	563,200
University Center		
Capital Debt Service	40,000	40,000
Child Development Center	669,215	669,215
Workforce & Community Dev.	245,200	317,351
Facilities	48,972	48,972
<b>Total Revenues</b>	21,360,519	22,060,999

<b><u>Expenditures:</u></b>		
Payroll (excludes CDC/Workforce/Facilities)	8,121,345	8,462,887
Fringes (excludes CDC/Workforce/Facilities)	3,786,107	3,948,663
Printing	35,000	35,000
Advertising	163,500	159,500
Postage	50,000	50,000
Shared Campus Expense	1,100,000	1,100,000
Professional Development	272,771	348,265
Grants and Scholarships	2,140,000	2,190,000
Equipment Lease and Rental	111,200	104,200
New Equipment	266,856	352,747
Professional Fees	435,843	392,077
All Other Expenses	2,715,335	2,694,093
Child Development Center	653,654	651,050
Corporate	177,305	214,416
Facilities	1,331,603	1,358,101
Contingency		
<b>Total Expenditures</b>	21,360,519	22,060,999

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**CONSIDERATION OF APPROVAL OF  
INVESTMENT POLICY FOR THE 2024-2025 FISCAL YEAR**

**R-2024-19**

**WHEREAS:** *the Board of Trustees of the North Central State College District shall operate the College as provided by law under Section 3357.09 of the Ohio Revised code; and*

**WHEREAS:** *the Board may provide for the investment of district funds as provided by law under Section 3357.10 (C); and*

**WHEREAS:** *notwithstanding the foregoing or any provision of the Revised Code to the contrary, the board of trustees may provide for the investment of district funds in any manner authorized under section 3345.05 of the Revised Code; and*

**WHEREAS:** *the Board seeks to establish by policy, a vehicle for ongoing exploration of the most advantageous tools for the investment of district funds per fiscal year.*

**NOW, THEREFORE, BE IT RESOLVED:** *that the Board of Trustees hereby approves policy 17-04 Investment Policy for the 2024-2025 fiscal year.*

*(see attached)*

3357:13-17-04 Investment Policy

- (A) Purpose. It is the policy of North Central State College to invest public funds in a manner which will provide the highest investment return with the maximum security and safety while meeting daily cash flow demands and conforming to Chapter 135 of the Ohio Revised Code, section 3345.05 of the Ohio Revised Code, section 3357.10(C) of the Ohio Revised Code, and all other applicable statutes governing the investment of public funds by North Central State College. The authority to conduct the purchase and sale of investments is limited to those individuals specifically designated by the Board, the President or the Vice President of Business Services / Finance.
- (B) Scope. This Investment Policy applies to all financial assets of North Central State College, including State and Federal funds held by it. This Policy does not apply to funds held by the North Central State College Foundation.
- (C) Prudence. Investments shall be made under the industry standard “Prudent Investor Rule” which states “Investments shall be made with judgment and care, under circumstances then prevailing which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.”
- (D) Objectives. The primary objectives of the college’s investment activities shall be: Safety of principal, Liquidity to meet operating requirements, and Return on Investment attaining a market rate of return taking into account cash flow characteristics.
- (E) Ethics and Conflict of Interest. Designated college employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the college investment program, or which could impair the ability to make impartial investment decisions. Employees and investment consultants shall disclose any material financial interest in financial institutions and any large personal financial or investment position that could be related to, or affected by, the performance of the college’s portfolio. All employees, officers and investment consultants to the college shall subordinate their personal investment transactions to those of the college, particularly with regard to the timing of the purchases and sales.
- (F) Authorized Financial Dealers and Institutions. The college shall maintain a list of approved financial institutions and securities dealers with whom the college will transact investment activities.
- (G) Authorized Investments. The college shall only invest in the following types of securities:
  - (1) Limited to a final maturity of no more than five years. This category of securities includes, but is not limited to, the following:
    - (a) Certificates of Deposit, savings accounts and deposit accounts with federally insured financial institutions.

- (b) United States treasury bills, bonds, notes, or any other obligations or securities issued by the United States Treasury or any other obligation guaranteed as to the principal and interest by the United States.
  - (c) Securities issued directly by federal agencies or instrumentalities.
  - (d) Bonds or other obligations of the State of Ohio.
  - (e) The State Treasury Asset Reserve of Ohio (“STAR Ohio”).
- (2) Limited to a final maturity of no more than 270 days. This category of securities includes, but is not limited to, the following:

Commercial Paper of the highest quality in the United States according to section 135.14 of the Ohio Revised Code.

- (H) Internal Controls. A current inventory of all investments shall be maintained including the following: Description of Security (cost, purchase, sale, and maturity dates) and Effective Yields.

Replaces: 3357:13-9-33

Effective: June 26, 2019

Expires: June 1, 2028

Review Dates: 4/26/78, 6/26/19, 6/24/20, 6/23/21, 6/22/22, 6/28/23

**CONSIDERATION OF APPROVAL  
OF AMENDMENT TO GOVERNANCE PROCESS POLICY  
2.90 BOARD COMMITTEE STRUCTURE**

**R-2024-20**

**WHEREAS:** *the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business,*

**WHEREAS:** *the Board of Trustees continues the process of reviewing policies to direct and refine the governance process,*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves Governance Process Policy 2.90 – Board Committee Structure Policy.*

*(see attached)*

## 3357:13-02-90 Board Committee Structure Policy (Governance Process)

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. The only board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

### 2.91 Executive Committee

a. Product(s): (1) Set the Board Agenda in coordination with the Chief Executive Officer (CEO) approximately one week before the scheduled Board Meeting; (2) evaluate the CEO before deliberation with the full Board; and (3) appoint members of the trustee selection committee (ORC 3357.05(B)(2)).

b. Authority: Executive Committee membership includes the current board chair, the current vice chair, and the immediate past chair.

### 2.92 Nominating Committee

a. Product: Properly screened potential board members and slate of officers—by no later than October 15<sup>th</sup> each year.

b. Authority: To incur costs of no more than \$1,000 direct charges and no more than 20 hours of staff time per annum.

Effective: May 22, 2019

Next Review: April 1, 2028

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 4/27/16, 4/26/17, 4/25/18, 4/24/19, 5/22/19, 4/22/20, 4/28/21, 4/27/22, 4/26/23

**CONSIDERATION OF APPROVAL OF AMENDMENT  
TO BOARD OPERATING POLICY 11-15 EMERITUS STATUS  
FOR FORMER MEMBERS OF THE BOARD OF TRUSTEES**

**R-2024-21**

**WHEREAS:** *Ohio Revised Code (ORC) section 3357.09 (K) calls for the Board to prescribe rules for the effective operation of a technical college, and exercise such other powers as are necessary for the efficient management of such college, and*

**WHEREAS:** *the Board of Trustees has devised a set of operating policies to guide the Board in its work of effective operation of the College in accordance with provisions set forth in ORC 3357, and*

**WHEREAS:** *the Board of Trustees continues the process of reviewing the Board operating policies to ensure their reflection of current practice and compliance with relevant changes in the Ohio Revised Code.*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves this amendment to Board of Trustees Operating Policy 11.15 – Emeritus Status for Former Members of the Board of Trustees.*

*(see attached)*

### 3357:13-11-15 Emeritus Status for Former Members of the Board of Trustees

The emeritus title is an honorary one, awarded in recognition for outstanding service and dedication to the College.

- (A) Upon the approval of a majority of the Board of Trustees, the title of “Trustee Emeritus” may be conferred on any former member of the Board who has completed a significant term of distinguished service to the College as a Trustee.
- (B) The title may be awarded at the end of service to the Board, at retirement from the Board, or retroactively, at the discretion of the Board.
- (C) The title shall carry with it selected privileges such as:
  - (1) Use of the campus library services,
  - (2) Placement on the invitation list for all appropriate College functions,
  - (3) A listing in the College catalog and other appropriate publications,
  - (4) Other recognitions as appropriate.

Effective: May 11, 1978

Next Review: September 1, 2026

Review Dates: 2/25/98, 2/25/2003, 2/25/2008, 2/25/2013, 9/23/16, 9/22/21

Promulgated under Board of Trustees resolution 1998-07 on February 25, 1998.



**NORTH CENTRAL STATE COLLEGE  
GOVERNANCE PROCESS POLICY 2.7  
(BOARD OF TRUSTEES ANNUAL AGENDA/CALENDAR)**

*NOTE: Highlighted areas are months/activities that have already passed*

June 2023:	Budget Approval/Investment Policy Campus Completion Plan Update (due in even numbered years) Board of Trustees Annual Planning Retreat President/CEO's Monitoring Report/Sustainability Presentation PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5) Acceptance of Annual Monitoring Report Review Board Annual Self-Evaluation Survey Development/Approval of Board Annual Agenda/Calendar for 2023-2024
July 2023:	BOT does not meet in July for summer break
August 2023:	President's Performance Evaluation Nominating Committee Appointed and Charge Issued PolGov Principle #7 (Policy Sizes) PolGov Policy Review (3.3 & 3.4) BOT Operating Policy (11-09 Board Meetings) BOT Self-Assessment Survey Trends Report (2 <sup>nd</sup> Quarter)
September 2023:	President's Contract/Compensation PolGov Principle #8 (Delegation to Management) PolGov Policy Review (4.0, 4.1 & 4.2) BOT Operating Policy (11-07 Bonding of Officers and/or Employees) Review Remaining Annual Ethics Training Requirements Board-Ownership Linkage Activity Discussion
October 2023:	Nominating Committee reports <i>expiring terms</i> to the Board Nominating Committee reports <i>Confirmation of Officers</i> for 2023 PolGov Principle #9 (Any Reasonable Interpretation) PolGov Policy Review (4.3, 4.4 & 4.5) BOT Operating Policy (11-10 Board Agenda) BOT Self-Assessment Survey Trends Report (3 <sup>rd</sup> Quarter) Board-Ownership Linkage Activity Discussion
November 2023:	No regular board meeting in November for Thanksgiving break
December 2023:	Audit Report presented to Board (privately) and (publicly) Annual Report of Efficiency Review (routinely in October) Conclude Confirmation of BOT Officers & Approvals for Reappointment PolGov Principle #10 (Monitoring) PolGov Policy Review (4.6, 4.7 & 4.8) BOT Operating Policy (11-09 Board Meetings) Board-Ownership Linkage Activity: Employee Appreciation Banquet Board-Ownership Linkage Activity: NCSC/OSU-M Joint Board Meeting

## Deadline for BOT Annual Ethics Training

- January 2024: All Board appointments are official and begin on the 17th  
Re-affirmation of BOT Officers (election biannually-odd year)  
Reorganization of Board Committees (Nominating & Executive)  
PolGov Rehearsal Scenario (3.6)  
PolGov Policy Review (4.9) Emergency Executive Succession Plan  
Emergency Executive Succession Plan Statement (President/CEO)  
BOT Operating Policy (11-11 Amendment of Rules and Regulations)  
BOT Self-Assessment Survey Trends Report (4<sup>th</sup> Quarter)  
Board-Ownership Linkage Activity Discussion
- February 2024: PolGov Rehearsal Scenario (3.14)  
PolGov Policy Review (2.0, 2.1 & 2.2)  
BOT Operating Policy (11-12 Funds)  
Owners Linkage Activity: Link and Learn @ LCCC (Elyria)  
~~Owners Linkage Activity: Chancellor's Annual Trustee Conference~~
- March 2024: PolGov Rehearsal Scenario (5.6)  
PolGov Policy Review (2.3, 2.4 & 2.5)  
Board Operating Policy Review (11-02 Membership Board of Trustees)  
Board Operating Policy Review (11-14 Statutory Conflicts)  
Owners Linkage Activity: Link and Learn @ ES Consulting (Mansfield)
- April 2024: PolGov Rehearsal Scenario (3.2)  
PolGov Policy Review (2.6, 2.7, 2.8 & 2.9)  
Board Operating Policy Review (11-15 Emeritus Status for Former  
Members of the Board of Trustees)  
Community Connections Activity: NCO Hall of Excellence  
BOT Self-Assessment Survey Trends Report (1<sup>st</sup> Quarter)  
Board-Ownership Linkage Activity Discussion  
Student Interaction: Honors College Presentation(s)
- May 2024: Operating Budget/Employee Contracts/Investment Policy  
Presentations and Approvals will be conducted this Month  
PolGov Rehearsal Scenario (4.7)  
PolGov Policy Review (3.0, 3.1 & 3.2)  
Distribute Board Annual Self-Reflection Questionnaire  
Review/Draft Board Annual Calendar (Official adoption at July Retreat)  
Deadline for filing Annual Financial Disclosure Statements (May 15<sup>th</sup>)  
OACC Annual Event for Board Members (Not scheduled yet)  
Board-Ownership Linkage Activity Discussion
- June 2024: BOT will not meet in June for summer break  
Governor DeWine/Chancellor's Trustees Conference
- July 2024: Approval/Submission: College Completion Plan  
Board of Trustees Annual Planning Retreat  
President/CEO's Monitoring Report Presentation

PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5)  
Review Board Self-Evaluation Survey/Reflection Questionnaire  
Development/Approval of Board Annual Calendar for coming year

August 2024: President's Performance Evaluation/Contract/Compensation  
PolGov Rehearsal Scenario (4.5)  
PolGov Policy Review (3.3 & 3.4)  
Board Operating Policy Review (11-04 Duties of Board Officers)  
Board Operating Policy Review (11-08 Committees of the Board)  
BOT Self-Assessment Survey Trends Report (2<sup>nd</sup> Quarter)  
Board-Ownership Linkage Activity Discussion

**Board-Ownership Linkage Activities for Future Consideration:**

1. Lorain County Community College (Owners Connections) – February 2024
2. ES Consulting - Mansfield (Link-n-Learn) – March 2024
3. Timken Company – Bucyrus (Owners Connections) – Pending Scheduling

**NORTH CENTRAL STATE COLLEGE  
GOVERNANCE PROCESS POLICY 2.7  
(BOARD OF TRUSTEES ANNUAL AGENDA/CALENDAR)**

*NOTE: Highlighted areas are months/activities that have already passed*

- June 2024: BOT does not meet in July for summer break
- July 2024: Campus Completion Plan Update (due in even numbered years)  
Board Operating Policy Review (11-13 Books, Accounts, and Records)  
Board of Trustees Annual Planning Retreat  
President/CEO's Monitoring Report/Sustainability Presentation  
PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5)  
Acceptance of Annual Monitoring Report  
Review Board Annual Self-Reflection Questionnaire Results  
Development/Approval of Board Annual Agenda/Calendar for 2024-2025
- August 2024: President's Performance Evaluation/Contract/Compensation  
PolGov Rehearsal Scenario (4.6)  
PolGov Policy Review (3.3 & 3.4)  
Board Operating Policy Review (11-08 Committees of the Board)  
(compare to Governance Process policies 02-80 & 02-90)  
BOT Self-Assessment Survey Trends Report (2<sup>nd</sup> Quarter)  
Board-Ownership Linkage Activity Discussion
- September 2024: President's Contract/Compensation  
PolGov Rehearsal Scenario (6.5)  
PolGov Policy Review (4.0, 4.1 & 4.2)  
Review Remaining Annual Ethics Training Requirements  
Board-Ownership Linkage Activity Discussion
- October 2024: Nominating Committee reports *expiring terms* to the Board  
Nominating Committee reports *Election of Officers* for 2025  
Annual Report of Efficiency Review (routinely in October)  
PolGov Rehearsal Scenario (4.9)  
PolGov Policy Review (4.3, 4.4 & 4.5)  
Board Operating Policy Review (11-04 Duties of Board Officers)  
(compare to Governance Process policies 02-50 & 02-60)  
BOT Self-Assessment Survey Trends Report (3<sup>rd</sup> Quarter)  
Board-Ownership Linkage Activity Discussion
- November 2024: No regular board meeting in November for Thanksgiving break
- December 2024: Audit Report presented to Board (privately) and (publicly)  
Conclude Election of BOT Officers & Approvals for Reappointment  
PolGov Rehearsal Scenario (5.11)  
PolGov Policy Review (4.6, 4.7 & 4.8)  
Board-Ownership Linkage Activity: Employee Appreciation Banquet  
Board-Ownership Linkage Activity: NCSC/OSU-M Joint Board Meeting  
Deadline for BOT Annual Ethics Training

- January 2025: All Board appointments are official and begin on the 17th  
 Re-affirmation/Installation of BOT Officers (installation - odd year)  
 Reorganization of Board Committees (Nominating & Executive)  
 PolGov Rehearsal Scenario (3.18)  
 PolGov Policy Review (4.9) Emergency Executive Succession Plan  
 Emergency Executive Succession Plan Statement (President/CEO)  
 BOT Self-Assessment Survey Trends Report (4<sup>th</sup> Quarter)  
 Board-Ownership Linkage Activity Discussion
- February 2025: PolGov Rehearsal Scenario (3.9)  
 PolGov Policy Review (2.0, 2.1 & 2.2)  
 Board-Ownership Linkage Activity Discussion
- March 2025: PolGov Rehearsal Scenario (5.10)  
 PolGov Policy Review (2.3, 2.4 & 2.5)  
 Board-Ownership Linkage Activity Discussion
- April 2025: Operating Budget Presentation for coming fiscal year  
 PolGov Rehearsal Scenario (6.5)  
 PolGov Policy Review (2.6, 2.7, 2.8 & 2.9)  
 Community Connections Activity: NCO Hall of Excellence  
 BOT Self-Assessment Survey Trends Report (1<sup>st</sup> Quarter)  
 Board-Ownership Linkage Activity Discussion  
 Student Interaction: Honors College Presentation(s)
- May 2025: Budget Approval/Investment Policy  
 Presentations and Approvals will be conducted this Month  
 PolGov Rehearsal Scenario (4.3)  
 PolGov Policy Review (3.0, 3.1 & 3.2)  
 Distribute Board Self-Reflection Questionnaire  
 Review/Draft Board Annual Calendar (Official adoption at July Retreat)  
 Deadline for filing Annual Financial Disclosure Statements (May 15<sup>th</sup>)  
 OACC Annual Event for Board Members  
 Board-Ownership Linkage Activity Discussion
- June 2025: BOT will not meet in June for summer break  
 Chancellor's Annual Trustees Conference
- July 2025: Approval/Submission: College Completion Plan  
 Board of Trustees Annual Planning Retreat  
 President/CEO's Monitoring Report Presentation  
 PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5)  
 Review Board Self-Reflection Questionnaire Results  
 Development/Approval of Board Annual Calendar for coming year

**Board-Ownership Linkage Activities for Future Consideration:**

1. Timken Company – Bucyrus (Owners Connections) – Pending Scheduling



# Review of Actionable Items

	<b>Topic</b>	<b>Action Date</b>	<b>POC/Resp.</b>
1.	Send Trustees the electronic version of the Bachelor Program Differentiating Chart to all Trustees for reference	April 2024	S. Williams
2.	Distribute the BOT Annual Self-Reflection Questionnaire to all Trustees as soon as possible so Trustees have ample time to consider their responses to the questions in preparation for Board analysis and discussion at the annual planning retreat in July	May 2024	S. Williams
3.	Refine ACCT Presentation Proposals #1 & #2 and prepare for final review before submission by the deadline of May 24 <sup>th</sup>	May 2024	D. Diab/S. Williams
4.	Update Governance Process policy 02.91 to include additional responsibility of Executive Committee to appoint member of the trustee selection committee (per HB33)	May 2024	D. Diab/S. Williams
5.	Revise Board Operating policy 11-15 Emeritus Status for Former Members of the Board of Trustees to redefine length of term needed for consideration for Emeritus Status	May 2024	D. Diab/S. Williams
6.			
?			



# North Central State College

## BOARD OF TRUSTEES 2024 Policy Governance Training Schedule

<u>NCState Meeting Date</u>	<u>Principle Discussion</u>	<u>Discussion Leader</u>	<u>PolGov Policy Review</u>	<u>Discussion Leader</u>
January 17, 2024	Rehearsal Scenario 3.6	E. Morando	4.9 Executive Limitations	D. McElfresh
February 28, 2024	Rehearsal Scenario 3.14	D. Bush	2.0, 2.1, 2.2 Governance Process	K. Winkle
March 27, 2024	Rehearsal Scenario 5.6	M. Masters	2.3, 2.4, 2.5 Governance Process	S. Stone
April 24, 2024	Rehearsal Scenario 3.2	L. Nelson	2.6, 2.7, 2.8, 2.9 Governance Process	E. Morando
May 22, 2024	Rehearsal Scenario 4.7	P. Williams	3.0, 3.1, 3.2 Board-CEO Relationship	D. Bush
<i>July 24, 2024</i>	<i>None Scheduled</i>	<i>Planning Retreat</i>	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	<i>Planning Retreat</i>
August 28, 2024	Rehearsal Scenario 4.5	K. Aspin	3.3, 3.4 Board-CEO Relationship	M. Masters
September 25, 2024	Rehearsal Scenario 3.4	D. McElfresh	4.0, 4.1, 4.2 Board-CEO Relationship	L. Nelson
October 23, 2024	Rehearsal Scenario 3.16	K. Winkle	4.3, 4.4, 4.5 Executive Limitations	P. Williams
December 4, 2024	Rehearsal Scenario 3.5	S. Stone	4.6, 4.7, 4.8 Executive Limitations	K. Aspin
NOTE: ENDS Policies 1.0, 1.1, 1.2, 1.3, & 1.4 will be reviewed throughout the year and discussed at the June BOT Planning Retreat.				

## REHEARSAL WORKSHEET

### Rehearsal 4.7

**TITLE:** Is This a “Reasonable Interpretation”?

**SCENARIO:** Reviewing an Executive Limitations monitoring report received in the mail, a board member questions whether the CEO’s interpretation is in fact reasonable. How should she address her concern?

**Resolve this scenario by answering the following questions:**

**1. What has the board already said in its relevant policies?**

**Ends:** N/A

**Executive Limitations:** N/A

**Board-Management Delegation:** Only decisions of the board are binding on the CEO (3.1). The board instructs the CEO through Ends and Executive Limitations policies, allowing the CEO to use any reasonable interpretation of these policies (3.3). When monitoring CEO performance, the board will judge the reasonableness of the CEO’s interpretation and whether accomplishment of that interpretation was demonstrated (3.3.3). The board is the final arbiter of reasonableness but will always judge with a “reasonable person” test rather than with interpretations favored by board members or by the board as a whole (3.4.4).

**Governance Process:** The board will govern with an emphasis on collective rather than individual decisions (4.1). The board is responsible for ensuring organizational performance on Ends and Executive Limitations (4.1.3). A board member may request an item for board discussion on the agenda (4.3.2.C). CEO monitoring will be on the agenda if monitoring reports show violations or policy criteria are to be debated (4.3.4). Board members must recognize their inability to speak for the board (4.5.3.B).

**2. According to the board’s policies, does this scenario refer to anything that has been delegated to the CEO?**

(underline)    Yes    No

**IF YES:**

**2a. Does this scenario suggest that the CEO is in compliance with a reasonable interpretation of the board’s Ends and Executive Limitations policies?**

(underline)    Yes    No    Unsure

*(Explain your answer.)*



**IF NO:**

**2b. Does this scenario reflect behavior consistent with the board's Governance Process and Board-Management Delegation policies?**

**(underline)    Yes    No    Unsure**

**(Explain your answer.)** Each board member must decide if the monitoring report it receives demonstrates a reasonable interpretation of board policy.

**3. What action, if any, should the board or board member now take? (Specify the board or board member actions that you believe would be consistent with Governance Process and Board-Management Delegation policies.)** The board member has the right to ask the CEO for information and should consider doing so. The board member will be aware that the board will review the latest monitoring reports at each board meeting, and the decision about the reasonableness of the CEO interpretation will be decided by the board as a whole. The board member should contact the CGO to inform him or her that it will likely be necessary to discuss the monitoring report in detail.

**4. If the action you propose involves a possible board policy change:**

**4a. What amendments or additions do you suggest?**

**4b. What further information, if any, does the board need before deciding on this change?**

**You are now ready for full board discussion and decision.**

3357:13-03-00 Global Board-CEO Delegation (Board-CEO Linkage)

The board's sole official connection to the operational organization, its achievements, and conduct will be through a Chief Executive Officer (CEO), titled President.

Effective: August 25, 2010

Next Review: May 1, 2028

Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20, 5/26/21, 5/25/22, 5/24/23

3357:13-03-10 Unity of Control (Board-CEO Linkage)

Only officially passed motions of the board are binding on the CEO.

Accordingly:

3.11 Decisions or instructions of individual board members, officers, or committees are not binding on the CEO except in rare instances when the board has specifically authorized such exercise of authority.

3.12 In the case of board members or committees requesting information or assistance without board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time, institutional funds or is disruptive.

Effective: August 25, 2010

Next Review: May 1, 2028

Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20, 5/26/21, 5/25/22, 5/24/23

### 3357:13-03-20 Delegation to the CEO (Board-CEO Linkage)

The board will instruct the CEO through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

3.21 The board will develop policies instructing the CEO to achieve specified results, for specified recipients at a specified relationship between cost and results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.

3.22 The board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels; they will be called Executive Limitations policies.

3.23 The board will never prescribe organizational means of the CEO.

- a. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.
- b. Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the CEO to the board's satisfaction.

3.24 As long as the CEO uses *any reasonable interpretation* of the board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the board.

3.25 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and CEO domains. By doing so, the board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the board will respect and support the CEO's choices.

Effective: August 25, 2010

Next Review: May 1, 2028

Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20, 5/26/21, 5/25/22, 5/24/23

**SEPARATION REPORT**

***Report for May and June 2024***

*Effective April 24, 2024*

***Emma Collins, Part Time Teacher Substitute, Child Development Center***

*Reason: Resigned*

*Effective May 3, 2024*

***Jamie Grover, Part Time Teacher Substitute, Child Development Center***

*Reason: Resigned*

*Effective May 10, 2024*

***Rachel Arnold, Administrative Assistant, Ashland Outreach Center***

*Reason: Resigned*

*Effective May 10, 2024*

***Kelly Cominsky, Assistant Professor, Nursing Faculty***

*Reason: Resigned*

*Effective May 16, 2024*

***Keeley Weese, Instructional Lab Assistant, Health Sciences***

*Reason: Resigned*

*Effective May 28, 2024*

***Jeremy Swank, Academic Liaison, Business, Industry and Technology***

*Reason: Resigned*

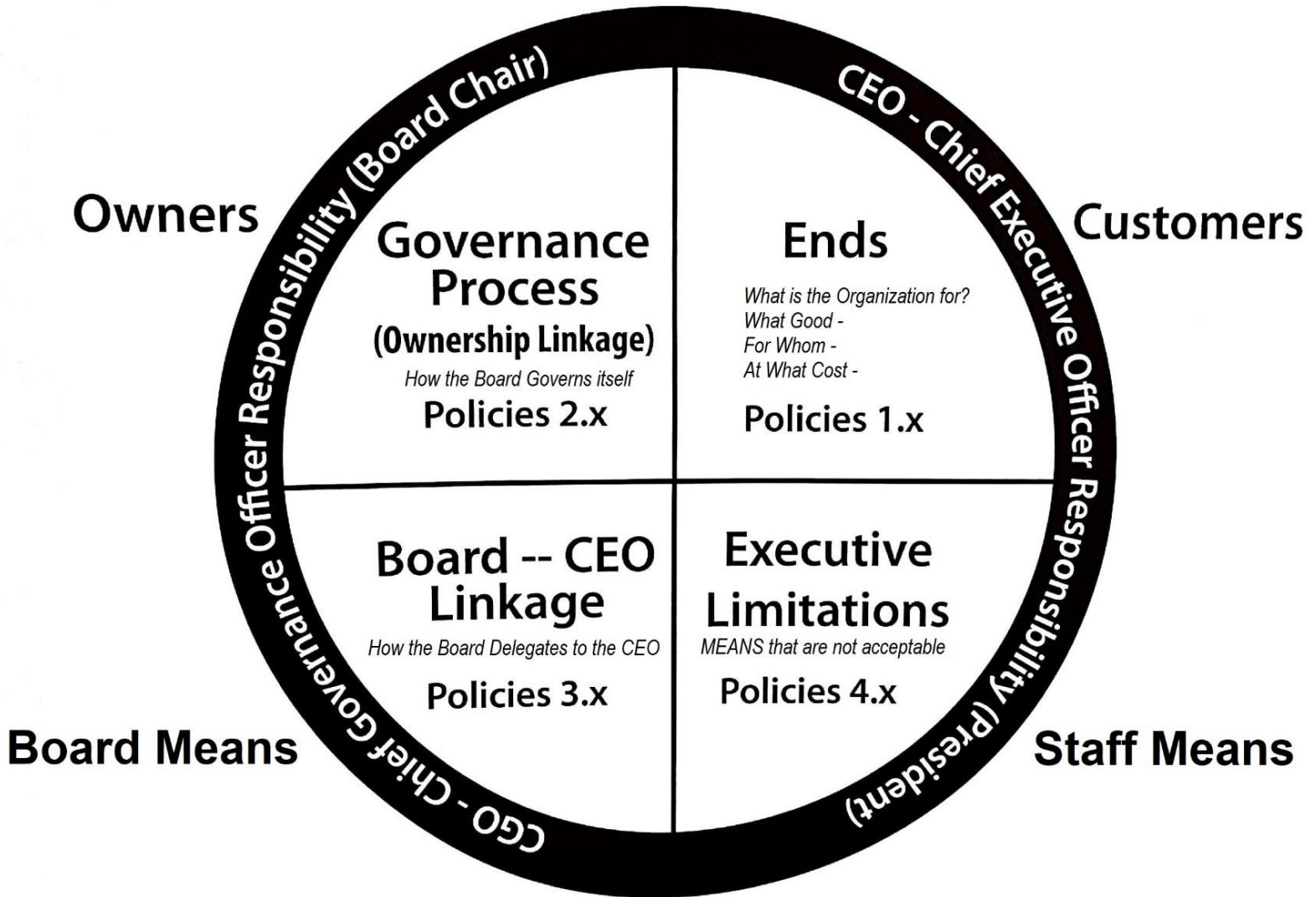
*Effective June 28, 2024*

***James Scherpenisse, Facilities Utility Worker***

*Reason: Retired*



# Policy Governance® Model



# 2024

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## January

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## February

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

## March

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

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## April

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## May

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## June

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

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## July

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## August

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## September

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

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## October

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

## November

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

## December

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

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